



Policy Plan 2023





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Introduction

In many ways, the KNCB is enjoying a new beginning. Six months ago, a largely new Board with a new chairman and a new director started working with plenty of energy and ambition. Even so, the general objectives of the cricket union are not too different from the previous years. The KNCB still works every day to put cricket on the map, and it is committed to growing the sport as a whole. This annual plan provides the new board with an opportunity to share how it intends to give substance to this ambition, building on the successful initiatives that are already underway. This document is absolutely a concept plan, and we intend to flesh it out with the insights and experiences we gather during regional meetings with the various clubs.



2 Foreword

Dear reader,

As the new chairman of a largely new board, and on behalf of that board, I would like to express how much enthusiasm and ambition we have when we look to the future. The sport of cricket can and must grow on all fronts; this is the target we have on the horizon. We are committed to growing the number of members, but we also want to see growth in top-level cricket. After the exceptional performance of the Dutch men's team at the ICC Men's T20 World Cup in Australia, we are looking forward to the 2024 World Cup with confidence, as well as the 2028 Olympic Games in Los Angeles where T20 cricket will hopefully be presented as an Olympic sport.

These are the moments in which we can make Dutch cricket visible, to ensure people start talking about us. Because that's how growth begins – with commotion, high-profile events, the creation of a "buzz" about cricket. This applies just as much to High Performance as it does to sports participation. If more people hear about us, more people will become interested and eventually more people will play, in the broadest sense of the word. Not just with the clubs; I would personally love to see them playing in the parks and on the street as well.

And if there's one place we need to grow, it's girls' and women's cricket. This is proving to be something of a challenge, but we are not going to shy away from that. We

are initiating more and more initiatives to attract more girls and women to our sport. The Dutch women will play their qualifying tournament for the T20 World Cup in Spain in September 2023. As part of the process towards the tournament, they will play more matches so they will be well-prepared for the day.

There are also many great matches scheduled in 2023 for more Dutch teams, while the KNCB will host the ICC U19 Men's CWC Qualifier from 4 to 13 August. In short, 2023 is a great time to create the "buzz" again; it seems there is a beautiful "Summer of Cricket" ahead. But cricket is more than just a sport played at a high level. It is a fact that our clubs are indispensable, and they don't all have it easy. The growth and upward

path we are seeing as a board needs to be a movement of the entire sport of cricket, which means the clubs too. We can only do it together! This is why we intend to visit the clubs throughout 2023 and talk to them and listen to what is going on, find out where we can help, and work out how we can get the movement under way together.

These must be open conversations in which we, as a young and ambitious board, must be allowed to express our dreams and visions, but in which we must also be realistic and not shy away from difficulties. This form of openness is the best foundation I can think of to achieve excellent co-operation, and if we really work together, I have every confidence in a bright future for the sport of cricket.

Kind regards,

Guido Landheer

Chairman of the KNCB

3 Participation



“Putting cricket on the map” can be simply described as “making more people curious about cricket and seducing them by creating a thriving cricket community via our clubs”, and this is the literal expression of the ambition of Participation. The clubs are indispensable if we are to achieve this ambition. In particular, strong, well-organised clubs will help ensure we are able to interest more people in cricket and make gains among key target groups such as girls, women and youth. We will take a number of concrete steps again in 2023 to support and strengthen the clubs and to achieve our ambitions for the coming years.

Our long-term ambitions, supported by objectives to create the frameworks to achieve these ambitions, are set out in the Multi-year Plan 2021 – 2025 as follows:

- Put cricket on the map by increasing the number of active participants by 40%;
- Increase youth participation, especially among girls and women;
- Five regional teams with a Regional Development Officer in each region;
- In consultation with the clubs, develop a sustainable policy focussed on the quantity and quality of cricket club facilities (fields);
- Use training and education (licensing policy) to increase the quality of both the technical and managerial framework;
- We are not only the most multicultural sport, but we must behave in such a way and broadcast our intentions that everyone is welcome at the club;
- Our range of activities and competition design are in line with the wishes of the participants.

Various starting points and KNCB products are central to achieving these long-term goals. This includes competitions aimed at different target groups; training and education of coaches, umpires and scorers; a range of activities for athletes, clubs and education; and a target group-oriented product and programme offering for youth, among others, such as TTO cricket (schools bilingual education), Cricket-4KIDS and Cricket4YOU and of course club support and club facility development. It goes without saying that the quality of club support is essential for many of the KNCB's ambitions. In particular, first-line contact with the Regional Development Officer must run easily and smoothly, and it is important to make optimum use of meetings for sharing knowledge and specific communication via mostly digital channels

Competition

Growth in competition participation is of course fantastic, but certainly also brings new challenges. In 2023, we want to achieve peace and stability in the competition by



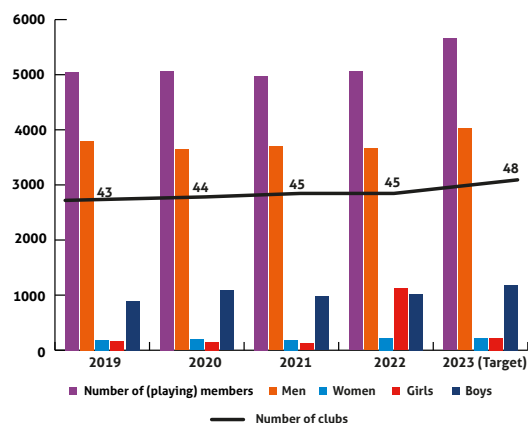


looking at the phased implementation of the developments presented by the Competition Taskforce. In addition, we must continue to work with the club facility committee and clubs to ensure sufficient field availability that will enable the continued growth and quality of our competitions.

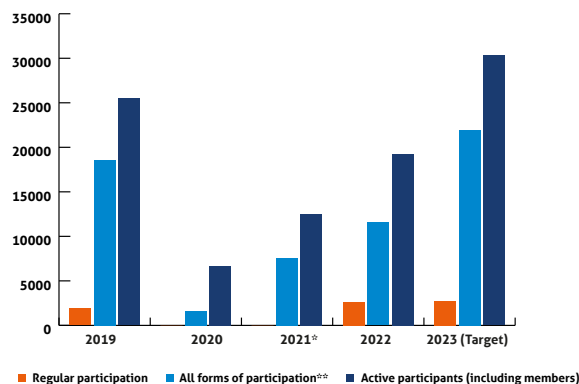
More active participants

If we want to entice more and more people into cricket and put the sport even more emphatically on the map, the number of (playing) members, and active participants in particular, are important indicators. After the “corona years”, the number of active participants, regular members and participants in TTO, cricket clinics, cricket camps and other youth activities showed a significant increase, from 12,533 in 2021 to 19,230 in October 2022. The goal is to increase this to 30,000 active participants in 2023

Number of clubs and number of members per group



Members and active participants



* Numbers differ from other years due to COVID-19

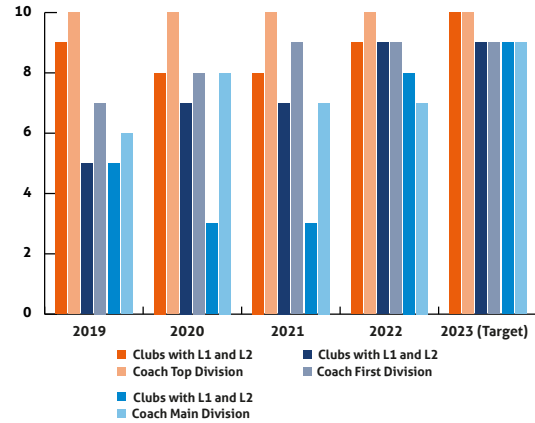
** All forms of participation = TTO, cricket clinics, cricket camps and C4K/C4Y activities.

Reference date 31 December, actual mutation date 10-07-22

Licensed coaches

Cricket practise that is sufficiently challenging while keeping the fun in the sport to help people stay active is closely related to the qualities and skills of the coach. In addition to making cricketers better, the coach can also play an important role in retaining cricket members. To provide proof of knowledge that the required skills are at the desired level, a valid licence will confirm that the appropriate training and education have been followed on a regular basis. In 2022, progress was made in the pursuit of at least one LEVEL 1 coach and one LEVEL 2 coach for each club in the Top, Main and First Division. In the Top and Main divisions, nine of the ten clubs now have at least one LEVEL 1 coach and one LEVEL 2 coach. The goal for 2023 is to achieve that figure in the First Division as well, and to have at least one LEVEL 1 coach and one LEVEL 2 coach for all participating clubs in the Top Division.

Clubs with L1 and L2 Coach per level



Everyone feels welcome in cricket

Diversity, Inclusion and Equality (DIG) are central principles for the KNCB. Everyone should feel welcome at the cricket club. In 2022, the cricket union was already emphatically focusing on this theme in collaboration with Start2Create and NOC*NSF, among others. After several meetings on this subject, the KNCB and NOC*NSF set to work on drawing up a plan of action. In 2023, we will give concrete substance to activities around the theme, and we intend to organise a DIG conference. The cricket union is focused in particular on youth and girls/women with a view to making cricket as inclusive as possible. Furthermore, the KNCB will continue to share knowledge with clubs

and other stakeholders in order to be able to achieve a sustainable integration of the theme throughout the entire sport of cricket.

Partly based on these principles, and with the help of the aforementioned services, products and growth figures, the KNCB has formulated the following objectives for 2023:

- In line with the intention to eventually develop towards a decentralised approach based on five regions, we are appointing a Regional Development Officer in all five regions;
- In part with the Cricket4KIDS programme as a certified exercise programme for youth (6-11 years) and Cricket4YOU for young people (12-17 years), we intend to achieve a sustainable offer with the regional teams (RDO) and the clubs;
- We will continue to develop and organise target group-oriented regional and central activities such as TTO-clinics/Challenge, Cricket/Multi-Camps, and Cricket-Experience to intensify the cricket participation of youth/young people, and especially girls and women;



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- We will introduce (and shadow run) a licensing policy for Coaches, Umpires and Scorers and involve clubs in the regulation and responsibility of Umpires and Scorers;
 - We will organise training and (further) training offerings for Coaches, Umpires and Scorers and continue the development and alignment of training with Kwalificatie Structuur Sport (KSS) [Qualification Structure Sport];
 - We will organise customised services and support for clubs and focus on “development areas” such as Flevoland and the North, South and East regions;
 - In collaboration with the Facilities Committee, we will support the clubs in quality measurements of (certifying) pitches and the expansion of club facilities (fields);
 - We will organise and manage the 2023 National Competitions for all target groups with a special focus on the weekday T20 Competition and new formats (target groups) such as supporting and offering Tapeball Cricket;
 - In co-operation with the Match Official Committee, we will focus on increasing the quantity and quality of Umpires and Scorers to ensure improved running and registration of the competition;

- We will organise indoor cricket events for men, women and youth in the form of competitions and/or tournaments in order to provide a full year of cricket.

Moreover, all these activities will contribute to achieving some clear results in 2023. In addition to the already underlined importance of growth in the number of active participants and members, we also wish to see an increase in the number of clubs and cricket club facilities (fields), partly by focussing on promising initiatives in places such as Groningen, Arnhem, Eindhoven and Almere, more youth and women and girls in the clubs, a better geographically spread offer, increasing knowledge of the rules among competition participants, and an increase in trust and respect within the KNCB organisation. In short, there is plenty to keep us occupied in 2023!

4

Top sport & talent development

➤ The ambitions of the KNCB in top sport are to (continue to) join the top countries in the world in both the male and female competitions, and to be active at that level at world events. Being able to play frequently at the highest level and being able to compete with the best in the world is a requirement. This challenge, more than ever, requires a clear vision, strategy and structure. The approach before and during the recent ICC Men's T20 World Cup in Australia is a good benchmark, a great starting point for further shaping our elite sports policy. We are in talks with NOC*NSF to identify the direction and organisation in the short and long term, we are collecting input from other cricket countries, and we are inspired by successful approaches taken by other sports.

Considering these ambitions and challenges, it is especially important to continue to invest in our top athletes and to map out the route for young cricketing talents so they can reach the top. As far as the KNCB is concerned, the way High Performance will therefore run consists of two pillars. There is a clear policy and structure regarding the staff and the selection of Dutch teams, and there is a policy regarding training, coaching and talent development, both of which have been implemented.

Talent development and coaching

In 2023, the training and supervision of talent will focus on identifying and implementing clear development paths for talented youth from the age of 15. The motto is “learning by doing”. In addition, a great deal of emphasis will be placed on supervising and training coaches in the coming year. This is certainly true at the top level, but is just as important regionally and within the clubs. In general, the KNCB believe it is important that clubs remain in contact with the cricket union and work in a way that is in line with its vision and programmes. After all, a starting point of High Performance within the KNCB is: “local strength, national power”. A sufficient number of good coaches is also required in order to give substance to the KNCB’s vision for talent development, as well as supervision of the Dutch Lions and Lionesses. At the moment, the cricket union in the age category 11 to 15 works with a group of 15 talented players every year, but the aim is to increase that potential pool in the future. If the KNCB can work with a selection of 15 players at each of the 4 indoor training locations, the potential is no longer 15 players, but 60. This is only possible if a sufficient number of good

coaches can be made available for a working method such as this, and then for the long term.

Personal development, more competition

The focus on personal coaching and guidance in 2023 and beyond is also important because of the development paths the KNCB has in mind for talent. Players follow more or less the same trajectory up to the age of 15, but the main question after that for talents is: what are their personal requirements in order to achieve optimal development?

In 2023, talents need to be offered more competition, and this must be implemented. At a regional level, young players must be offered more competition time and formats, especially over the summer period. The intention for the top talents in 2023 is to plan more competition time abroad than ever before.

Dutch team

For the Dutch men’s team, plans, schedules and match programmes are always highly dependent on performance. For example, the exceptional performance at the T20 World Cup in Australia in November 2022 will affect the upcoming schedule, partly because the

Dutch squad has now directly qualified for the 2024 World Cup and does not have to play any qualifying matches. This is why the programme and objectives, including for 2023, are difficult to programme in advance. The Dutch team is involved in two more series in the Super League in 2023: against Zimbabwe in March and against South Africa in April. In the summer, the Dutch team will play in the ODI World Cup qualification in Zimbabwe. Furthermore, a concrete goal for 2023 is to definitively appoint a cricket union coach and an assistant.

The Dutch A and B teams

In the short term, the main goal in 2023 for the Dutch A and B teams is to give players sufficient opportunities to get the most out of themselves through the training programme, including 1-on-1 training sessions. In addition, more attention needs to be paid to strength, conditioning and mental training. This will build a foundation for a Dutch team that contains the right mix of Dutch and other players that can perform at an international level and therefore qualify for the T20 World Cup in 2024 and 2026.

Dutch women's team

Under the leadership of head coach Shane Deitz, the Dutch women's team has started an upward trend in many areas. A large part of a programme is now focussed on training players of international top quality and to create a top sport climate in which the player is the main focus. There is still a lot to be gained by looking at strength and conditioning, and there will be a lot of emphasis on that in 2023. Moreover, it is important to create sufficient competition time that places a certain pressure on players, partly because club competitions do not always provide this. This is why the intention is to complete a specific match programme for the summer of 2023 in which strong opponents such as Ireland and Scotland will be played. T10 cricket must also be regarded as a specific field in which the required qualities can be developed.

Lions & Lionesses

In line with the KNCB vision regarding the guidance and training of talent, the development of players will always be central to the programme for the various age categories of

the Lions and Lionesses in 2023, with basic skills, specific qualities per role in the team and match skills being crucial elements. By organising more regional training sessions for the Lions and Lionesses (under 12, 14 and 16), it will become possible to have more children participate in the winter programme. Coaching and supervision at a more regional level requires more capable coaches, and a budget for this must be made available. In 2023, Lions under the age of 18 will play the U-19 World Cup qualifiers, which will be organised in the Netherlands.

In general, a cautious shift of focus from High Performance to the shorter T20 and T10 competition forms will already be visible in 2023. And while One-Day International cricket is not just disappearing, the 50 overs competition format is also under pressure. This is not only due to the popularity of the shorter formats themselves, the international competition calendar also plays a role in this. For example, the T20 World Cup, played this year in Australia, is scheduled every two years with a total field of participants from 20 teams, and there is a good chance T20 will be part of the Olympic programme in 2028.



5

Marketing, communication and partnerships



The communication goal in 2022 was to put cricket on the map. This still applies for 2023, but it is worth emphasising that almost every respect of our communication serves the objectives of the KNCB as an organisation. Good communication in 2023, like 2022, is an indispensable ingredient in the pursuit of more and improved cricket in the Netherlands. As far as recreational sport is concerned, communication is especially important in order to promote cricket at the grass roots level – the level of the clubs. As far as High Performance is concerned, it is especially important to use communication to increase the positive visibility of the national teams, especially in response to good performances, both nationally and internationally, in order to build and expand the fan base.

Meetings with the clubs

Communication can (and must) be used to keep the clubs informed of such KNCB initiatives as youth camps, open days, competition news and more. But it works the other way round as well. The KNCB would like to hear what the clubs are planning, what activities they are undertaking, and what requirements they have. This is an important reason to have face-to-face meetings with the clubs by trying to increase the number of meetings in 2023 so we can share our experiences and hear from clubs about their challenges and how the KNCB can possibly support them.

There is a lot of information about club facility matters, coaching, training and club support, etc. for clubs, players and coaches in the Knowledge Centre on kncb.nl, but information is also proactively offered by the cricket union. The intention throughout 2023 is to provide the clubs with a monthly newsletter containing interesting and relevant information.

The kncb.nl website continues to play an important role for online communication from the KNCB. After all, for many it remains the

starting point for information about cricket in the Netherlands. But sites like cricket.nl provide news and current affairs about the Dutch teams, while cricket4kids.nl is a great platform sharing the exercise programme of the same name to introduce children to cricket through fun and educational games, and these sites are an important part of our online communication. Major steps have already been taken in 2022 to make good use of these websites by offering plenty of up-to-date information.

The aim is to continue this upward trend in 2023. An example is the reports that are made available immediately after international matches. In 2023, these will be published on the KNCB website in Dutch and English shortly after the match is completed.

But communication with the grass roots of the sport must also be of high quality and provide sufficient information. The various KNCB websites will be even better and more proactive in 2023 for activities such as youth tours, youth tournaments and recruitment activities.

Social media

As in recent years, we are once again committed to further fostering the various social media channels. Channels are already being used to explicitly stimulate the popularity of and engagement with the Dutch teams, and this will be the case again in 2023. All matches played by the national teams will be accompanied by communications announcing the games, the standings and the final result via the "socials". In addition, we have a link with photographers who provide us with royalty-free action photos for all international competitions.

Social media channels can also be of value to provide more comprehensive communication more often to the clubs and to hear what is going on and thus create a culture in which everyone is committed to the interest of cricket. This is certainly true for areas that deserve particular attention such as youth affairs and women's cricket. The main challenge in 2023 will be to give concrete substance to this because not everyone is involved full-time with social media. All the more reason to consider the use of social media as platforms via which the KNCB not only sends out

information, but where content can be shared by clubs, team coaches and supervisors.

Media

As with many sports, the national media is mainly interested in certain top sports. For cricket, this means the media must generally be proactively sought out, and there was every reason for this in 2022. The matches played in the Netherlands against the West Indies, England and Pakistan in the Super League (World Cup qualification) and the two T20 matches played against New Zealand were excellent opportunities to put the spotlight on cricket. The matches were broadcast live in the Netherlands and various other countries via Viaplay, while well-known media such as De Telegraaf, NOS, Volkskrant, NRC, Trouw, SBS6 and AD came to watch the matches at our invitation. And of course, many of these media picked up on the Dutch team's special performance at the T20 World Cup in Australia in November.

This provided valuable attention for cricket. Unfortunately, as is always the case, the attention quickly faded away and the grass roots of the sport generally only saw limited

benefit. Moreover, attention for the Dutch women's team in response to their top matches was also marginal, so steps need to be taken in that area.

Marketing urgency

It is necessary to generate more media attention in 2023 to support potential sponsorship propositions. We can build better sponsor propositions by using the impact of High Performance in media and social channels, and generating more media attention is crucial for this.

Inclusion, diversity, participation

The composition of Dutch society is changing. And this is certainly true when it comes to our supporters, more than half of whom have an (originally) foreign background.

Cricket can be an excellent means of integration. This arouses the interest of municipalities, especially in 2023 when inclusiveness and diversity are political buzzwords. Recent initiatives by the ICC (collaboration with Unicef) and FairBreak (for gender equality) also point to this. And it is not only the KNCB that can benefit from this, the affiliated clubs can in terms of image, as well as potential subsidies.



6 Business operations

> As a cricket union organisation, we are mainly there for the clubs, to support them and to build a bright future for cricket with them. The Centre of Excellence for cricket in the Netherlands is something we strive for, a foundation that clubs can fall back on and go to for knowledge and skills.

Professionalisation

This means that we must take a critical look at our own organisation, and that will be the focus for 2023. Because how far has the Centre of Excellence come in order to actually meet the needs of the clubs? And in which areas do we as an organisation need to professionalise further? To answer the question, we will be going into the field a lot more next year to get in touch with the clubs. For example, the introduction of a chairman's dinner and other visits to clubs at other times will allow us to hear what is going on and listen to the challenges being faced so we can better coordinate and adjust our support.

Refining our policy based on what is actually going on in practice is important in terms of advocacy for the clubs, as well as regarding the offer and specifically the support through the various KNCB committees. Only by working actively and proactively, and striving within the organisation to achieve the most efficient and effective working method possible, will we be able to ultimately offer the clubs the support they deserve.



To function is to communicate

Fulfilling the role of the Centre of Excellence and actually functioning as a cricket union in that capacity is closely related to good, careful communication. The starting points for the KNCB are a few basic and “golden” communication rules, and these include giving an adequate response to questions, providing current and timely information, and having a transparent attitude.

Moreover, how you organise communication as an organisation is not the only important thing, the way in which you communicate is as well. “Do what you say” and “Say what you do”. It may be a cliché, but it is also the best foundation for a collaboration in which we, the cricket union, clubs and other stakeholders, can work together in the interests of cricket with as little ambiguity or miscommunication as possible. We’re in this together. We therefore have every interest in sharing relevant information and communicating openly.

Fit for the Future

As far as the KNCB is concerned, the main focus of our working method and policy is the charting of a future-proof course for the organisation and the entire sport of cricket. In

order to achieve the ambitions set out in this Annual Plan, we are therefore asking ourselves the question: do we have the qualities, competences and manpower to do what we want to do in 2023 and beyond?

In order to provide the best possible answer to that question, we will apply a complete policy cycle in 2023. It is important to streamline and record business processes in order to increase the strength and efficiency of the national cricket union organisation. With that in mind, in 2023, we want to:

- Optimise the CRM policy and membership administration
- Evaluate, analyse and improve current ICT systems
- Use more digital “tools” to support KNCB activities
- Professionalise the national cricket union organisation.

Good Sports Management

Good business operations also require us as the KNCB to act responsibly and correctly in accordance with the rules and guidelines that exist for this. For example, we emphatically recognise the importance of an open, transparent management culture and the importance of



evaluating and reflecting on one’s own actions. On the one hand, this means we work appropriately from a social and societal point of view, but also that we conform to the principles laid out in the NOC*NSF Code of Good Sports Management.

The Sportkoepel [Sports Umbrella Association] has also drawn up the so-called Minimum

Quality Requirements for the Code for Good Sports Management, and the requirements set out there must be met in order to be eligible for certain resources. These prescribe, among other things, that there must be national cricket union statutes, an up-to-date board and management regulations, an annual evaluation, a protocol for any double functions of the board, and an effective complaints procedure. These frameworks for Good Governance are in line with the aforementioned principles, such as acting transparently and dealing with and communicating with each other in a good manner.

With a view to the changes to the Minimum Quality Requirements for 2024, preparations will also be made in 2023 for:

- Top sports status
- Volunteer status

Partnerships

The KNCB considers partnerships not only valuable, but essential to the future of cricket. The starting point is: binding, captivating and creating relevance for the sport. The KNCB has some concrete goals in this respect for 2023 and beyond, which are to operationalise a Business Club and (further) develop a partner model.

The foundation of the partner model is the KNCB's aim to enter into co-operation with any parties who want to work on the growth of our sport, and to increase everyone's enjoyment of cricket. A marketing & communication strategy will be introduced in 2023 that will, among other things, increase the commercial value of cricket and ultimately generate more financial resources for the sport. Appropriate sponsorship propositions must generate at least €140,000 more revenue in 2023 compared to 2022.

It almost goes without saying that the course of the KNCB is linked to a sound financial policy. We will therefore have a balanced budget and appropriate reserves for 2023, as well as management plans aligned to the budget.

The KNCB Policy Plan 2023 is the result of a collaboration between KNCB and Arko Sports Media B.V.

Photo credentials: Patrick Gorlee, Remco van Oosterom, Jos van Deventer, George Franks, Ian Rice, ICC.

